



Departmental Business Plan and Outlook

Department Name: Juvenile Assessment Center

Fiscal Years:

**2003/2004
&
2004/2005**

Plan Date: December 11, 2003

Revised March 29, 2004

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Goals:

Provide comprehensive and humane programs for crime prevention, treatment, and rehabilitation.

APPENDIX

EXECUTIVE SUMMARY

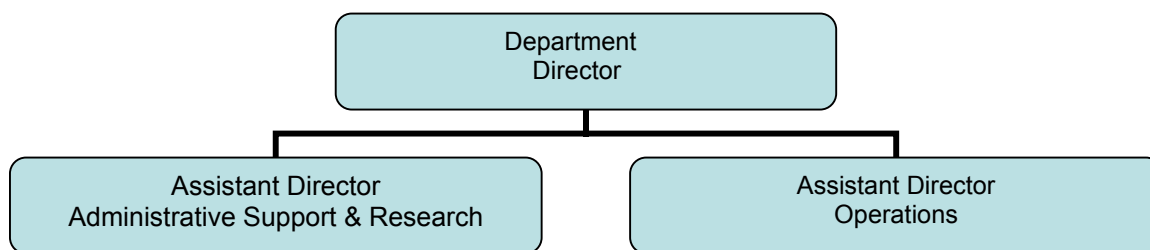
The Miami-Dade Juvenile Assessment Center (JAC) is a centralized processing, referral, and evaluation center for all juveniles arrested in Miami-Dade County. Specifically, the JAC serves arrested children by conducting the Multi-Tier Positive Identification (PID), Booking, Security, Assessment, Records Management (as repository for all juvenile arrest records), Data Collection and Reporting on a complete arrest population in a 24/7 secure facility. The Miami-Dade Juvenile Assessment Center (JAC) is required to provide each child arrested and brought to the JAC equal legal processing that is guaranteed to every arrested juvenile under Florida State Statute. The JAC is the entity that disseminates critical data to the community for policy direction, funding and legislation primarily to reduce recidivism and prevent arrest. The JAC is able to develop and implement service/system improvements documented through best practices identified through the JAC's National Demonstration Project (description below). The facility, which opened in late October 1997, has served over 97,000 arrested juveniles as of November 1, 2003. The JAC allows representatives from law enforcement and social services to work together under one roof to provide a complete range of services at the initial stages of the juvenile's involvement with the Juvenile Justice System.

The JAC is currently operating a National Demonstration Project with the U.S. Department of Justice and over thirty national researchers. The purpose of the demonstration project is to utilize proven research methods in the reform of an active, functioning juvenile justice system. The project is working with all kinds of juvenile offenders in order to strategically apply interventions that will ultimately reduce the juvenile crime rate in a major urban area, historically plagued with a high juvenile crime rate. The JAC also began a partnership in 2003 with the White House Office of National Drug Control Policy (ONDCP). This will allow the ONDCP to utilize findings of the demonstration project in order to facilitate their goals' achievement of reducing substance abuse usage among adolescents in the United States.

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The JAC was established as a new department effective fiscal year 2003. It was separated from the Miami-Dade Police Department. Additional resources for administrative support and operations were not included and again with FY2004, these resources were not provided. The JAC's primary accomplishment will be to continue to **operate** within the requirements mandated by Florida State Statutes and to fulfill these requirements for serving arrested children given this serious resource challenge.

The JAC has always focused on improving the outcomes of the children we serve in the juvenile justice system. From its beginning planning stages in 1995, to opening in 1997, to this point in time (2004), the JAC has been more than a central point of processing for arrested juveniles. While this accomplishment is a significant achievement given the situation prior to the JAC, there are more accomplishments planned for the customers served, juveniles and their families. (Note: prior to the JAC opening, police officers spent over 6 hours processing a juvenile arrest, integrated data systems did not exist to link information with system stakeholders, identification protocols were not in place to verify the child and their backgrounds, screening and assessment protocols did not exist to properly determine specific service needs, victims and witnesses were contacted four to six weeks after the arrest, and many many more documented inefficiencies resulting in a complete lack of useful data to provide the right service to a specific child, inability to prevent re-arrests systemically, lack of system data for policy and planning, and a wasteful use of scarce and limited resources. See Department Description Page 7 for details).

The Department's objectives for the Business Plan are:

1. To process arrested juveniles in strict compliance with requirements mandated by Florida State Statutes through the Multi-Tier Positive Identification (PID), Booking, Security, Assessment, Records Management (as repository for all juvenile arrest records), Data Collection and Reporting on a complete arrest population in a 24/7 secure facility (see Department Description for full listing of mandate requirements).

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2. Conduct assessment on arrested children according to law and expand assessments to at-risk children in Miami-Dade County. In addition, the JAC will expand its services as the local assessment resource in this community by implementing the appropriate research based assessment protocols for arrested juveniles and children at risk and the associated information systems for sharing pertinent information with juvenile justice system stakeholders to insure the right service, improved child/family outcomes including recidivism, and reducing costs;

3. Provide JAC resources and data to the county, state, and federal policy makers for policy direction, funding and legislation:

- * The JAC will implement a new research based initiative to continue to impact recidivism by developing a new protocol to serve young offenders (12 years old and under). The number of offenders 12 and under has emerged as a local issue, state and national issue. It has been documented that serious offenders begin offending when they are very young. To address this serious issue with services intended to break this arrest/re-arrest cycle, a special pilot effort will begin in 2004 to begin applying research proven assessment and case management protocols (based on the success of the JAC's Post Arrest Diversion Program) in partnership with the JAC, the Florida Department of Juvenile Justice and US DOJ Office of Juvenile Justice Delinquency Prevention. This pilot is intended to develop a model for serving this population that will be implemented statewide and nationally;

- * The JAC has documented the increasing number of girls arrested each year and in recognition of the special needs of girls, a Girls Advisory Group of local stakeholders has been formed and meets regularly to identify data trends with girls' arrest trends, appropriate services for girls and funding opportunities. Specialized training for system stakeholders and providers was conducted by a national expert, funded by the JAC's NDP to raise the skill level of staff in the entire community and how they serve female offenders. The JAC will use its National Demonstration Project to evaluate the local Girls Advocacy Program, the only program serving detained girls in the State of Florida and thereby establish a model for replication statewide;

- * The JAC documented the growing number of arrests of Haitian juveniles, resulting in the selection of this community as one of four cities to participate in the federal Gang Reduction Project in partnership with the Florida Department of Juvenile Justice and North Miami Beach Police Department, funded by the US DOJ Office of Juvenile Justice and Delinquency Prevention. This program will develop models to reduce and prevent gang membership;

- * The White House Office of National Drug Control Policy (ONDCP) has initiated the 25 Cities Project to pilot new and innovative methods at addressing substance abuse. The JAC was selected to participate in this special federal initiative and is working in partnership with the Miami Coalition for a Safe and Drug Free Community and Informed Families to develop model services for children and their families to impact re-arrest

- * The JAC will provide recommendations to the President's 2004 Drug Strategy on the importance of providing substance abuse and mental health services to first time offenders through use of the JAC data that is not available on a juvenile arrest population

anywhere else in the United States.

Critical success factors which may effect the accomplishment of the JAC's Business Plan include:

1. Given the serious lack of resources at the JAC necessary for any County Department to operate within requirements set by the County, in addition to meeting the mandates and requirements of a juvenile arrest facility that never closes, it will be difficult to accomplish these activities. The primary activity of the JAC, to meet the statutory mandates, will minimize the risk of incidents that result in liability to the County.
2. Regulatory changes from the legislature as a result of high profile tragedies in Juvenile Justice, policy changes which shift services paid by State to Counties, and budget reductions which impact funding directly to the JAC or to the local juvenile justice system;
3. The conclusion of a federal program that provides operational support for the security personnel contract will require General Fund support in FY2005, \$1.3 million per year. Previously these funds were from the US DOJ Local Law Enforcement Block Grant;
4. The JAC's electronic security system requires major overhaul, as an electronic system that is nearing 7 years old. The estimated costs for this are \$150,000 and will provide the system enhancements necessary to ensure the safety and security of arrested juveniles, employees (county and JAC agency partnership personnel) and members of the public;
5. Consistent with the County Strategic Plan, all of these activities in the JAC Business Plan are to ensure quality services to the identified customers (children and their families), expand services consistent with identified needs, improve information access and sharing, all of which will reduce recidivism and costs to the County.

Signature
Department Director

INTRODUCTION

Department Purpose/Mission Statement

Mission Statement:

The Miami-Dade County Juvenile Assessment Center will commit its resources in partnership with the community to provide a safe and secure environment to process and assess arrested juveniles. It will utilize state-of-the-art assessment instruments and technology in order to determine the individual issues of juvenile arrestees for the purpose of minimizing further delinquent activity and contributing to the development of future productive adult citizens.

Department Description

The Juvenile Assessment Center (JAC) opened in late 1997 as a community partnership under the leadership of the Miami-Dade Police Department. While the MDPD and the Florida Department of Juvenile Justice provided the resources, all juvenile justice stakeholders were invited to be a member of the JAC Partnership. These Partners include the Florida Department of Juvenile Justice, the Florida Department of Children and Families, Miami-Dade State Attorney's Office, Miami-Dade Public Schools, Miami-Dade Department of Corrections, Miami-Dade Department of Human Services, Miami-Dade Administrative Office of the Courts, Administrative Juvenile Judges, the Miami-Dade Office of the Clerk of the Court. All partners, whether they are physically located at the JAC or not, have been active participants in the planning and implementation of all processes. **During the intensive 3-year planning process to develop the JAC, one major goal was critical. The Miami-Dade JAC wanted to do more than simply process-arrested juveniles.** While contending with procedures, turf issues, and the sometimes-difficult implementation of advanced technology, the collective agencies at the JAC achieved unprecedented efficiencies. Previously, a process that could take up to six weeks for a non-detainable juvenile offender, can now take less than two hours. Police officers, formerly spending an average of six hours processing juveniles, are in and out of the JAC in an average of 15 minutes, including their pre-file conference with the State Attorney's Office. Livescan fingerprint technology and a multi-tiered identification process tells the JAC whether or not this is a juvenile's first arrest. It allows the Florida Department of Juvenile Justice to administer assessments to 100% of juveniles entering the system, which was not possible before the JAC. The courts' connection allows the case to be created in the JAC. Lastly, the complete cooperation of all law enforcement agencies through the Dade County Chiefs of Police permits this JAC to be the centralized point of entry into the system. This allows the Miami-Dade JAC to collect critical information on the complete juvenile arrest population. In October 2002, the Miami-Dade Juvenile Assessment Center (JAC) was made into an independent county department. This allowed the expansion of the JAC's mission.

During the first year of operation as efficiencies were achieved, two very important observations were made. First, the overall arrest population could be broadly categorized into three groups: 1) kids behaving in a typical delinquent way, i.e. loitering, shoplifting, school fights, etc.; 2) kids acting out on serious issues in their lives, i.e. substance abuse, family and school problems, etc.; and 3) serious, habitual, and potentially dangerous juvenile offenders. Second, there was a great deal of quality research being conducted throughout the United States in the area of juvenile justice. Unfortunately, no instruction was given on how to apply the principles of the different areas of research in a 24-hour operation processing a diverse and complex population of children.

This was the basis that led the Miami-Dade Juvenile Assessment Center (JAC) to propose **a demonstration project** and receive funding from the United States Congress that would partner researchers and operational staff in the reform of an active, functioning system. It would allow Miami-Dade County to develop the foundation needed to effectively plan and strategically apply specialized, research-proven interventions and programs based on the needs of the children in the system. In a time of limited resources, it would ultimately be possible to provide an alternative to the "cookie-cutter" way of dealing with an entire

population of juvenile offenders. **The National Demonstration Project consists of several components.**

The JAC's Post-Arrest **Diversion (PAD)** is the most critical component of the National Demonstration Project. First and foremost, it provides the JAC with a process that is independent from the normal way an arrested juvenile enters into the system. It is the operational component that demonstrates and scientifically documents the value of doing business differently and reforming the system. Data collection and study have been ongoing. Operational procedures were developed and constantly reviewed with national researchers. Cases, both successful and unsuccessful, are reviewed by teams to determine why some efforts succeeded and others failed.

Status: This project was implemented in December 2000 as a pilot on the grant. In FY2002, it became funded through the County. In 2003, the Program achieved a 4% recidivism rate and was recognized by the National Association of Counties as a 2003 Achievement Winner for innovative programs in government.

Research consistently points to the high prevalence of co-occurring mental health and substance use disorders among justice involved youth. Since the overlap of emotional disorders, substance use, delinquent behaviors, family dysfunction, and poor academic performance is prominent, the need to carefully screen and assess for the child's issues is critical. **Screening and Assessment** tools, therefore, must be designed and administered in a developmentally appropriate manner to solicit information relevant to juveniles. Currently, multiple assessments are administered at various points as an arrested child moves through the juvenile justice system. There are inconsistencies in training and levels of expertise among the different providers of assessments. With this component, extensive attention has been focused on training and the development of PAD screening and assessment staff by national researchers and the authors of the assessment instruments. The ultimate goal of this component is to establish the platform to develop a standardized Screening and Assessment expertise that would be recognized by all community partners as the starting point of decision-making and service delivery for a juvenile entering the juvenile justice system.

Status: In April 2003, a research based screening, assessment and casement system was fully implemented into the Post Arrest Diversion Program. Success with these innovations form the basis for future initiatives, such as the Young Offender Project.

Since the opening of the JAC in late 1997, between 21% to 25% of all arrested juveniles in Miami-Dade County were **girls**. This group now represents a substantial minority and research has demonstrated that girls differ significantly from boys in psychosocial development, health and mental health status, substance use and life experiences. These differences require justice institutions to respond in a gender specific manner. Through this component extensive research and training has been conducted to raise the skill level of JAC staff, stakeholders and providers in this community on ways to communicate, behave with and respond to the needs of girls in an appropriate manner.

Status: Training was provided to local providers. The JAC has assisted in organizing the Girls Advisory Group (see page 11) and additional gaps in services and strategies are under development.

A review of JAC arrest statistics by ethnicity has found a disproportionate number of

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Haitian juvenile arrests, compared to the overall population. In 2002, 1,159 or 9% of juveniles arrested were Haitians (this is down from a previous 11% in 2001). The service needs of this community have been difficult to ascertain given the cultural aspects of this newly migrated population and research indicates that help seeking patterns are virtually unknown within this community. At a very early point within this project the research team discovered that relatively little research had been conducted on Haitian immigrants to Miami: even less was known about the problems facing Haitian youth and their parents. This project redirected its focus to a community-based approach. The Juvenile Assessment Center funded a pilot project with the SANT LA Haitian Neighborhood Center. Information about Haitian youth processed through the JAC is provided to SANT LA on a monthly basis. Using information provided, parents are called to assess the type of support they need to help their children.

Status: Project completed. The Sant La continues to provide these important advocacy services.

One group of particular interest is the Younger Siblings of Serious Habitual Offenders, groups that potentially share the risk factors of their older siblings and are at the highest risk of entering the juvenile justice system. In 2002, 1,125 Serious Habitual Offenders (**SHO**) were identified in Miami-Dade County alone. The SHOCAP Younger Sibling Project was designed to plan and implement a pilot intervention to provide new and effective services for the younger siblings of SHOs with high risk of entering the juvenile justice system. In sharp contrast to the “back end” objectives of the SHOCAP initiatives, this component focused on the development of a true, front end, primary prevention model.

Status: This model is in need of funding for piloting, evaluation and replication. Various funding sources are being explored, such as the Children’s Trust.

The JAC’s National Demonstration Project has identified the need to provide training and technical support to the Miami-Dade juvenile justice provider community. As a part of its continued commitment to this community, the JAC implemented the **Training Institute** designed to provide effective, state-of-the-art training and technical support for mental health practitioners and other key stakeholders in the community serving juveniles.

Status: 6 training seminars were conducted by national experts twice a day for a total of 12 sessions, with over 300 people in attendance, for topics including, Recognizing Signs and Symptoms of Suicide, Understanding Sexually Aggressive Behavior, Substance Abuse, Assessment Case Planning, Understanding the Retraumatization for Female Offenders and Cultural Competency.

Department Services

1. To process arrested juveniles in strict compliance with requirements mandated by Florida State Statutes through the Multi-Tier Positive Identification (PID), Booking, Security, Assessment, Records Management (as repository for all juvenile arrest records), Data Collection and Reporting on a complete arrest population in a 24/7 secure facility. JAC Mandates are described below.

Mandates: The Miami-Dade Juvenile Assessment Center (JAC) is required to provide each child arrested and brought to the JAC equal legal processing that is guaranteed to every arrested juvenile under Florida State Statute, as follows:

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1. 100% of the time

Maintain full operation to receive and process all children arrested by all law enforcement agencies* in Miami-Dade County on a 24 hour a day 7 days a week basis

* All law enforcement agencies include 8 Miami-Dade Police Department districts, over 33 municipal police departments, Miami-Dade County Public School Police Department, and other state and federal agencies

2. 100% of the time

Maintain a safe and secure environment for all arrested juveniles while processing regardless of age or offense

3. 100% of the time

Multi-tier Positive Identification with the Criminal Justice databases including, Criminal justice information system (CJIS) locally, and the Automated Fingerprint Information System, Florida Criminal Information Clearinghouse (FCIC) and National Criminal Information Clearinghouse (NCIC)

4. 100% of the time

Create court case and schedule case for court

5. 100% of the time

For all detained children, process and ensure transportation to Juvenile Court within 24 hours of their arrest. Failure to comply with this mandate will result in the JAC Director being cited for contempt of court.

6. 100% of the time

Transport all arrest, processing and other official documents to Clerk of Court within required time periods

7. 100% of the time

Create and maintain all juvenile arrest records as the legal repository for all juvenile arrest records for Miami-Dade County

8. 100% of the time

Manage Seal and Expungement procedures at the local and state level in coordination with the Clerk of Court and Florida Department of Law Enforcement

9. 100% of the time

Maintain strict adherence with standards to maintain certification by U.S. Department of Justice Federal Bureau of Investigation as a designated criminal justice agency

10. 100% of the time

Maintain security for access to Juvenile Arrest screens in the Criminal Justice Information System

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11. 100% of the time

Feed arrested juveniles at the JAC every six (6) hours

12. 100% of the time

Conduct assessments on arrested juveniles.

13. 100% of the time

Provide coordination and support of other agencies (county and state) co-located at the JAC, such as building, infrastructure, technology, and security

2. Conduct assessment on arrested children according to law and expand assessments to at-risk children in Miami-Dade County. In addition, the JAC will expand its services as the local assessment resource in this community by implementing the appropriate research based assessment protocols for arrested juveniles and children at risk and the associated information systems for sharing pertinent information with juvenile justice system stakeholders to insure the right service, improved child/family outcomes including recidivism, and reducing costs. The JAC will continue the development and implementation of its use of state of the art technology to improve child outcomes and reduce costs. Specifically, the JAC will continue the development of the Rite Track XP to automate certain data from other systems, integrate screening and assessment tools, and provide summary reports. This wireless technology will allow a secured platform to share information with the juvenile court and with system providers to allow for appropriate placement, service delivery and case management. This new service will improve the placement of a child in the correct program, eliminate redundant data entry, improve data entry accuracy all to improve outcomes and reduce costs at the child/family level and system level.

3. Provide JAC resources and data to the county, state, and federal policy makers for policy direction, funding and legislation:

* The JAC will implement a new research based initiative to continue to impact recidivism by developing a new protocol to serve young offenders (12 years old and under). The number of offenders 12 and under has emerged as a local issue, state and national issue. It has been documented that serious offenders begin offending when they are very young. To address this serious issue with services intended to break this arrest/re-arrest cycle, a special pilot effort will begin in 2004 to begin applying research proven assessment and case management protocols (based on the success of the JAC's Post Arrest Diversion Program) in partnership with the JAC, the Florida Department of Juvenile Justice and US DOJ Office of Juvenile Justice Delinquency Prevention. This pilot is intended to develop a model for serving this population that will be implemented statewide and nationally;

* The JAC has documented the increasing number of girls arrested each year and in recognition of the special needs of girls, a Girls Advisory Group of local stakeholders has been formed and meets regularly to identify data trends with girls' arrest trends, appropriate services for girls and funding opportunities. Specialized training for system stakeholders and providers was conducted by a national expert, funded by the JAC's NDP to raise the skill level of staff in the entire community and how they serve female offenders. The JAC will use its National Demonstration Project to evaluate the local Girls Advocacy Program,

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the only program serving detained girls in the State of Florida and thereby establish a model for replication statewide;

* The JAC documented the growing number of arrests of Haitian juveniles, resulting in the selection of this community as one of four cities to participate in the federal Gang Reduction Project in partnership with the Florida Department of Juvenile Justice and North Miami Beach Police Department, funded by the US DOJ Office of Juvenile Justice and Delinquency Prevention. This program will develop models to reduce and prevent gang membership;

* The White House Office of National Drug Control Policy (ONDCP) has initiated the 25 Cities Project to pilot new and innovative methods at addressing substance abuse. The JAC was selected to participate in this special federal initiative and is working in partnership with the Miami Coalition for a Safe and Drug Free Community and Informed Families to develop model services for children and their families to impact re-arrest

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Organization and Staffing Levels

Director's Office

FY03	FY04
4 positions	4 positions
	\$352,544

Operations

FY03*	FY04*
52 Positions	52 Positions
	\$2,704,450

*also 23 contracted security personnel, 56 agency staff, and 5 detached shift commanders from Miami-Dade Police Department (3) and Corrections and Rehabilitation Department (2)

Administrative Support & Research

FY03	FY04
6**	6**
	\$370,799

** 1 Staff person is on Military Leave (Since March 2003)

Total funded positions = 62

Note: During FY03, the JAC was part of Miami-Dade Police Department. Data is not available in this manner.

FY02-03

During this fiscal year, when the JAC was established as a County department, the JAC actually lost ground as a department:

- * Support previously provided by the Miami-Dade Police Department was severely limited due to the election crisis and the lead role assigned to MDPD. The JAC assumed responsibility for all county requirements including reporting requirements to document compliance with administrative orders and other County department mandates (from the County Manager, OMB, GSA, ERD, etc.), personnel recruitment, payroll, benefits, budget development, purchasing, accounts payable, inventory control, technology support, development and management, fiscal control at the Department level, facility support, fleet management, telecommunications management, county travel coordination, learning new information systems such as ABDS, GUI, ADPICS, Time and Leave, FYI, FAMIS on Demand, ICIS and more.
- * Key staff were lost; 1 was a Corrections Captain detached to the JAC who served as assistant director and was re-assigned back to Corrections (in January 2003) and 1 Corrections Lieutenant retired (May 2003, resulting in a 25% reduction of shift commander staff).
- * 5 Overage positions were requested based on analysis by ERD to provide necessary support to fulfill requirements of a county department for FY03. OMB approved 4 and these were immediately frozen. To date, these are unfunded positions.
- * Vacant positions, critical to operational necessity with regard to direct services, were frozen. **This resulted in staff performing duties of more than one position, higher caseloads, and a decrease in the number of children who successfully completed the programs, staff burnout and other related morale issues.**
- * Reclassifications were held in the OMB; staff continued to perform duties of proposed classification without the appropriate compensation.
- * 1 key employee is on Military Leave. Consistent with county policy, several staff are on Leave of Absence (2) and 6 employees are approved for Family and Medical Leave Act (FMLA).

FY03-04

- * Additional staff, both operational and support were proposed as part of the budget process (16) to provide additional support; these positions were not approved. Four support positions were authorized, however they were not funded in the FY04 allocation.
- * Vacant Positions remain frozen and on hold continuing the same problems and challenges documented in FY03
- * New activities have been proposed for the JAC. It will be difficult to fulfill these with the current budget allocation and staffing pattern. This is particularly so as the mandated requirements to process arrested juveniles in a safe and secure facility 24 hours a day, 7 days a week must be complied with strict adherence.

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Fiscal Environment**Revenues and Expenditures by Fund**

(All Dollars in Thousands)

	Total Annual Budget		
	Prior Fiscal Year 03 Actual	Current Fiscal Year 04 Budget	Projection as of
Revenues			
GF	\$2,927	\$4,556	
DJJ	\$729	\$729	
Byrne	\$692	\$692	
LLEBG	\$1,300	\$1,300	
OJJD*	\$250	\$298	
Surcharge	\$97	\$100	
Total	\$5,995	\$7,675	
Expense			
GF	\$2,927		
DJJ	\$729		
Byrne	\$692		
LLEBG	\$1,300		
OJJD*	\$88		
Surcharge	\$191		
Total	\$5,927		

Note: Surcharge had carryover funds as documented in Equity in Pooled Cash Report.

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Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior FY 03 Beginning Year Actual	Prior FY 03 Year- end Actual (Est.)	Current FY 04 Year-end Budget
112050	73	73	0
112100	-25	-25	0
Total	48	48	0

Insert discussion of major funding sources, major variances in revenues and expenditures from prior years, and significant in-kind services here focused on performance impacts

The JAC was fully spent in all grants and contracts. The General Fund was fully spent. The JAC surcharge (Fund 112100) is fully encumbered through authorized contracted work.

Business Environment

The JAC serves arrested children and their families. When families come to the JAC for this reason, they are in crisis. In addition, the JAC operates within strict adherence and constant compliance with all mandated statutory requirements to serve this population and in accordance with all constitutional rights afforded to children in this state of custody. These mandated services are provided by Miami-Dade County under Florida Statute 985. There is only one JAC that operates within in each circuit (of the Florida Department of Juvenile Justice). The Miami-Dade JAC is that entity for circuit 11, Miami-Dade County.

It is anticipated that there will be regulatory changes with the legislative session for FY04/05 due to several tragic high profile cases of children in detention and the follow-up investigations, findings and recommendations. The JAC will be required to make changes consistent with these legislative changes. They will be non-negotiable.

In addition, it is anticipated that several initiatives proposed in the previous session which failed, will be brought forward again. These include the shifts of costs of detention from the state to counties and processing of arrested children charged with misdemeanor offenses. It will be necessary for the County to coordinate and organize a strong response to these initiatives. The JAC will continue to provide the leadership for the county on these juvenile justice legislative issues as it has consistently in previous years. This leadership has been for the benefit of the County, the local juvenile justice system and juvenile justice statewide.

Law enforcement officers bring children to the JAC from any of the municipal police departments, Miami-Dade Police Department districts and Miami-Dade Public Schools Police. The entire County area is served.

The JAC will continue to respond to funding initiatives that will enhance the local juvenile justice system with resources for identified services, target populations, and communities. These efforts are extremely time consuming, require intensive staff efforts and must be generated from start to finish in typically short time periods. The JAC formed a grant application team to respond while continuing to perform necessary routine duties. In FY2003, five grant applications were prepared for consideration. Each application results in a document of over 75 pages.

The JAC has established itself in the County and juvenile justice community as an entity that works on behalf of the children and families served by all stakeholders with regard to new initiatives, funding, legislation, and other timely policy changes. This leadership extends itself statewide and nationally on behalf of Miami-Dade County. This leadership is widely respected, valued and plays a significant role in making positive and long-term changes in juvenile justice. Specifically, 1) the JAC coordinated the local impact analysis and response for proposed state budget cuts for the local juvenile justice system in the 2003 Session as well as historically since the JAC opened; 2) due to the JAC's data systems, the JAC was invited to provide input to the President's 2004 Drug Strategy.

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Stakeholders and leadership involvement include:

- * Chair weekly JAC agency partnership meetings with agency supervisors, community providers and JAC staff;

- * Periodic (as scheduled by the Partnership Chair) JAC Agency Partnership meetings with agency heads. JAC Partners include various local stakeholder including; Juvenile Court judges, Clerk of Courts, State Attorney, Florida Department of Juvenile Justice, Miami-Dade County Public Schools, county departments such as Miami-Dade Police Department, Corrections and Rehabilitation, Enterprise Technology Services, Human Services, and private providers such as children's Psychiatric Center.

Local: Alliance for Human Services, Children's Mental Health Committee-District XI (Chair), Children's Trust, Comprehensive Strategy, Juvenile Justice Circuit XI Board, Gang-Free Schools Project (Chair), Greater Miami Chamber of Commerce (Crime Prevention Committee), Miami Coalition for a Safe and Drug-Free Community (Law Enforcement and Treatment Committees), Girls Advocacy Project (GAP), Youth Crime Task Force, (Legislation and Funding, Monitoring and Evaluation, Juvenile Systems and Model Programs), Dade Chiefs Association

State: Florida Juvenile Justice Association Board of Directors and Co-Chair of JAC and Front End Services Committee

Federal: White House Office of National Drug Control Policy (ONDCP) 25 cities Project, U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention (OJJDP) for the National Demonstration Project, Gang Reduction Project and the Gang Free Schools Project

Critical Success Factors

- Accomplishment of JAC objectives may be possible in some areas, however, with the lack of resources, this will impact performance in other areas. In all cases, the JAC must strictly comply with mandates, statutory requirements and issues of liability to the County are enormous in regards to safety for the children and families served and employees who work at the JAC (both County and stakeholder agency staff). **According to Risk Management, a recent settlement was in excess of \$2 million;**
- The JAC's ability to accomplish its department Business plan objects is jeopardized due to the lack of resources with the additional responsibilities as a County department. These issues have been well documented in this and other strategic management reports (Quarter 4, FY2002/03);
- Implementation of the Young Offender Project will be delayed until resource allocation is reviewed to provide for direct service staff (The JAC will leverage its federal National Demonstration Grant dollars for research and evaluation);
- It is probable that the JAC will exceed its overtime budget, due to the need to continue to provide services when vacant positions are frozen and services must be provided or requirements that must be completed;
- Potential incorporations or annexations will require that the JAC establish working relationships with law enforcement departments of new municipalities and provide training regarding the processing of arrested juveniles. The JAC will ensure that all databases are adjusted to include these changes;
- The proposed budget for the JAC requested resources for infrastructure support which remain unfunded (security system requirements). The current system is outdated and replacement parts are no longer available;
- Legislative requirements as a result of the 2004 session for serving arrested juveniles or budget reductions either directly to the JAC or indirectly to the local system which may impact the JAC;
- To achieve objectives in FY2005 allocations and staffing need to be consistent with Business Plan goals, objectives and activities as they relate to the County's Strategic Plan. Specifically, operational support for continued technology development, transportation services, and enhanced security system, staffing patterns to fulfill statutory requirements and county department requirements, and authority to expand assessment capability, continue efforts to improve recidivism and reduce costs, provide JAC resources and data to the County, State, and Federal policymakers for policy direction, funding, and legislation.

Future Outlook

The JAC was established, as a new department without properly ensuring that it had the resources, training, and other infrastructure supports that is standard practice in other county departments. The JAC's infrastructure has never been fully or properly developed to allow the JAC to operate, perform and ultimately comply with County department requirements. Furthermore, the JAC was not provided with the appropriate resources for operational necessity.

While the JAC has included in this plan ways to prevent liability, improve children outcomes (reduce recidivism) and reduce costs to the County, the outlook for accomplishing this plan is questionable.

THE PLAN

Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- Improve coordination and number of contacts with schools, recreation programs, etc. to educate youth on self worth and the consequences of negative behavior, focusing on programs with built-in evaluation measures or research-based measures of success
- Increase information availability regarding the Juvenile Assessment Center and available juvenile support services

Supporting these themes is supporting goals and priority outcomes that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

Department-related Strategic Plan Goals:

- **Provide comprehensive and humane programs for crime prevention, treatment and rehabilitation**
-
-

Department-related Strategic Plan Priority Outcomes:

- **Strengthened Juvenile Assessment Center (priority outcome)**
-
-

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

Goal PS2:

Provide comprehensive and humane programs for crime prevention, treatment and rehabilitation

Outcome 1-1: PS2-1: Strengthened Juvenile Assessment Center (priority outcome)

Insert the first supporting outcome for that goal

Strategies:

- Improve coordination and number of contacts with schools, recreation programs, etc. to educate youth on self worth and the consequences of negative behavior, focusing on programs with built-in evaluation measures or research-based measures of success
- Increase information availability regarding the Juvenile Assessment Center and available juvenile support services

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

1. 10% reduction in juvenile crime rates
2. Reduction in rate of re-institutionalization of offenders processed through the Juvenile Assessment Center

Insert the supporting key performance indicators/objectives from the strategic plan

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Number of Non Compliance Incidents to Ensure strict compliance with mandates to process arrested juveniles under Florida State Statute	0%	0%	0%	<ul style="list-style-type: none">Maintain full operation to receive and process all children arrested by all law enforcement agencies in Miami-Dade County 24 hours a day each week (All law enforcement agencies include 8 Miami-Dade Police Department districts, over 33 municipal police departments, Miami-Dade County Public School Police Department, and other state and federal agencies.Maintain safe and secure environment for all arrested juveniles while processing regardless of age or offense.Conduct Multi-tier Positive identification (PID) with the Criminal Justice databases including Criminal Justice Information System (CJIS) locally, Automated Fingerprint Information System (AFIS), Florida Criminal Information Clearinghouse (FCIC) and National Criminal Information Clearinghouse (NCIC)Create court case and schedule case for courtProcess and ensure transportation to Juvenile Court within 24 hours of arrest for all detained childrenTransport all arrest, processing and other official documents to Clerk of Court within required time periodsCreate and maintain all juvenile arrest records as the legal repository for all juvenile arrest records for Miami-Dade CountyManage Seal and Expungement procedures at the local and state level in coordination with the Clerk of Court and Florida Department of Law EnforcementMaintain strict adherence with standards to maintain certification by U.S. Department of Justice Federal Bureau of Investigation as a designated criminal justice agencyMaintain security for access to Juvenile Arrest Screens in the CJISFeed arrested juveniles at the JAC every six (6) hoursProvide coordination and support for other agencies (county and state) co-located at the JAC, such as building, infrastructure, technology, and security	<i>Anthony Cos, Assistant Director/Operations</i> <i>Susan Windmiller, Assistant Director/Administration Support and Research</i>

Departmental Business Plan and Outlook

Department Name:

Fiscal Years:

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Conduct assessments on arrested children and expand assessments to at risk children in Miami-Dade County	19%	4% increase	1% increase	<ul style="list-style-type: none">• Coordinate with stakeholders• Work with researchers to identify most appropriate assessment tools and establish research-based protocol• Cross-train all staff on all tools and special populations• Contract with mental health professionals for third level assessment (psychological/psychiatric)• Strengthen the continuum of services through best practices of the National Demonstration Project• Enhance technology to include full range of assessment tools• Enhance technology to allow for sharing/providing assessment findings with Juvenile Court and providers• Continue to document recidivism using research based methodology through best practices of the National Demonstration Project• Involve families to enhance successful results in treatment as indicated by assessments	Wansley Walters/ Director Anthony Cos, Assistant Director/ Operations Susan Windmiller, Assistant Director/Ad ministrative Support and Research
New Policy Initiatives with County, State, Federal policy makers.	3 New Initiatives	4 New Initiatives	1 New Initiative	<ul style="list-style-type: none">• Continue the work of the National Demonstration Project through contracts for additional services• Enhance relationships with Federal, State and Local Agencies for policy direction and planning• Coordinate legislation impacting juvenile justice at all levels of government• Continue analysis from JAC Data Systems (Information Resource Center) to identify trends, gaps in services, target populations, communities, etc. consistent with County Strategic Plan• Prepare policy and position papers as data suggest and/or as requested• Provide data for local funders on this target populations to fund services as documented by JAC data (Children's Trust, Youth Crime Task Force, Alliance for Human Services, etc.)	Susan Windmiller Wansley Walters